

ACTION PLAN FOR 2023 OF THE UNIVERSITY OF TARTU STRATEGIC PLAN A2025

Updated based on the areas of responsibility of the new Rector's Office
starting work in August 2023



UNIVERSITY OF TARTU

TABLE OF CONTENTS

1. <i>PROMOTER OF ESTONIAN LANGUAGE AND CULTURE</i>	3
2. <i>INTERNATIONAL UNIVERSITY</i>	4
3. <i>INSPIRING LEARNING ENVIRONMENT</i>	5
4. <i>UNIVERSITY OF LIFELONG LEARNING</i>	7
5. <i>SUPPORTER OF THE DEVELOPMENT OF THE TALENTED</i>	8
6. <i>INFLUENTIAL RESEARCH CENTRE</i>	9
7. <i>DEVELOPER OF RESEARCH-BASED SOCIETY</i>	10
8. <i>ACCELERATOR OF SMART ECONOMY</i>	11
9. <i>INSPIRING AND PIONEERING ORGANISATION</i>	12
10. <i>KEY PARTNER IN REGIONAL DEVELOPMENT</i>	14

Abbreviations: RE – rector; P1 – vice rector for research; P2 – vice rector for academic affairs; P6 – vice rector for development; LT – dean of the Faculty of Science and Technology; MV – dean of the Faculty of Medicine; HV – dean of the Faculty of Arts and Humanities; SV – dean of the Faculty of Social Sciences; K1 – director of administration; DF – head of finance; AS – academic secretary.

1. PROMOTER OF ESTONIAN LANGUAGE AND CULTURE

FUNCTION OF THE UNIVERSITY: we preserve and develop the Estonian language and culture in the conditions of continuing globalisation and ensure the possibility to obtain research-based Estonian-language education in Estonia.

The Estonian language is and will be the primary language of instruction for a major part of the curricula in the national university. At the same time, to increase the competitiveness of students on the labour market, proficiency of other languages is also required and this is fostered by the international learning environment. This is made possible by strong research and research-based studies that support learning already in the earlier stages of the education system.

Courses of action of the strategic plan



Strengthening the role of the Estonian as the primary language of instruction in the international learning environment



Strengthening studies on national sciences, culture, history and heritage



Increasing the attractiveness of teacher education

KEY TOPICS IN 2023: teaching Estonian to international students and staff; substantive development and increase in the volume of teacher education in connection with the country's transition to Estonian-language general education.

University-wide activities

1. Ensuring the opportunities for Estonian language learning for international staff, incl. diversification of learning opportunities (language cafés, integration support activities) (HV, K1, AS, P2) [development fund support €110,052]
2. Increasing admission to teacher education specialisations. Creating flexible degree and continuing education opportunities driven by the learners' needs in teacher education, including through the teacher education academy and the actions of transition to Estonian-language general education. (P2, SV, LT, HV)
3. In cooperation with Tallinn University, preparing a plan to ensure the number of graduates needed to alleviate the shortage of teachers described in the OSKA education and research survey report and submitting it to the Ministry of Education and Research (P2)

Activities in faculties/areas of responsibility

1. Increasing the percentage of international students and staff participating in Estonian language courses (deans)
2. Increasing the percentage of academic staff participating actively in teaching development activities (LT, MV)
Strengthening the centre for didactics in the Faculty of Science and Technology, incl. fostering research capacities in the didactics of science and involving international experts (LT)

2. INTERNATIONAL UNIVERSITY

FUNCTION OF THE UNIVERSITY: to be successful in international competition, we offer attractive working and learning opportunities, also by cooperating with partner institutions, and thereby increase the effectiveness of teaching and research at the university.

We reinforce our position among the best universities in Europe, connecting our activities more closely to those of the top universities of the Nordic countries and Western Europe and providing students with self-development and learning opportunities in partner universities worldwide. The strong and well-known University of Tartu is an attractive employer and ensures the competitiveness of its alumni on the international labour market.

Courses of action of the strategic plan



International and high-level academic staff



Motivated students with a diverse learning experience



Cooperation with strategic partners

KEY TOPICS IN 2023: strengthening international cooperation with partner universities, student mobility

University-wide activities

1. Active participation in international university networks, incl. ENLIGHT (P6, P2, P1, deans) [development fund support €50,000]
2. Increasing the percentage of students participating in student mobility, incl. students' better awareness of mobility opportunities; more active use of opportunities provided by the Erasmus programme and the ENLIGHT network (P2, P6, deans)
3. Further development of student mobility support services in connection with the transfer of the Study Abroad Centre into the International Cooperation and Protocol Office (DDP6)
4. Implementing the Stanford Exchange Programme (P6)

Activities in faculties/areas of responsibility

Strategic recruitment of top-level researchers, supporting academic succession and repatriation (P1, LT)

3. INSPIRING LEARNING ENVIRONMENT

FUNCTION OF THE UNIVERSITY: to ensure our students cope successfully in an increasingly developing technology-rich living and work environment, we provide opportunities for self-development and obtaining the required future skills.

We prioritise the excellent quality of instruction and the development of teaching and learning skills at the university and ensure the high motivation of teaching staff. We value an integrated university experience for students, part of which also includes studies outside classic courses. We promote the attitude of lifelong learning among the members of the university.

Courses of action



Excellent quality of instruction



Personal development of students,
development of new skills and
creation of networks



Teaching of future skills

KEY TOPICS IN 2023: planning future learning trends and implementing recommendations for evaluation (internal evaluation, institutional accreditation).

University-wide activities

1. Curriculum design, incl. integrating future skills and sustainable development goals (SDG) into curricula and teaching (P2) [development fund support €100,000]
2. Improving the verification of international students' level during admission (P2, deans)
3. Implementing the requirement of compulsory teaching courses for novice teaching staff (AS, P2, deans)
4. Involving students in fulfilling the objectives of the university's strategic plan, i.e. Operation Catalyst (P2, UTSU) [development fund support €49,400]
5. Further development of the night library and extension of opening hours considering students' needs (P1, UTSU) [development fund support €22,000]

Activities in faculties/areas of responsibility

1. Reducing dropout rates (LT, HV)
2. Implementing the recommendations of the institutional accreditation report in the following areas:
 - 2.1. Robotics and Computer Engineering: mobility opportunities, learning outcomes (LT);
 - 2.2. Biology and Biodiversity Conservation: mobility opportunities (LT);
 - 2.3. Entrepreneurship and Digital Solutions: cooperation between teaching staff; learning outcomes, assessment methods and practices (SV);
 - 2.4. Law: student mobility, learning outcomes, labour market output and skills; choice of courses; library services in Tallinn (SV);
 - 2.5. International Relations and Regional Studies: learning outcomes; a large number of electives are not offered (SV);
 - 2.6. Translation and Interpreting Studies: workload of teaching staff, the relevance of the curriculum to changing market requirements, continuing the interpreting track, computer-assisted translation tools (HV).

3. Strategic development of degree studies in faculties [university council support €1,059,552], incl.
 - 3.1. additional student places in Mathematics; Mathematics and Statistics, and Physics, Chemistry and Materials Science (LT);
 - 3.2. consortium linking the didactics of subjects of the Faculty of Science and Technology (funding for three years) (LT);
 - 3.3. introduction of the industrial master's programme in master's studies (LT);
 - 3.4. analysis and redesign of the basic mathematics course (LT);
 - 3.5. development of the master's curriculum of Clinical Pharmacy (MV);
 - 3.6. development of the master's curriculum of Nursing (MV);
 - 3.7. development of simulation in studies (MV);
 - 3.8. ongoing training of traineeship supervisors (MV);
 - 3.9. additional student places in the curriculum Teacher of Several Subjects in Basic School (SV);
 - 3.10. Development of the curricula Master of Digital Administration (MDA) and Entrepreneurship in Economic Policymaking into high-quality, diversified, and internationally attractive curricula by Johan Skytte Institute of Political Studies in cooperation with the School of Economics and Business Administration (SV);
 - 3.11. working out and developing the courses of the new version of the bachelor's and master's curriculum in Law (SV);
 - 3.12. transforming the master's curriculum Change Management in Society to develop the knowledge and skills in sustainability and sustainable change (SV);
 - 3.13. changing the concept of the master's curriculum of Philosophy or opening a new curriculum (HV);
 - 3.14. modernising the master's curriculum of Literature and Theatre Research (HV);
 - 3.15. developing a new one-year master's curriculum Creative Project Management (HV);
 - 3.16. reform of traineeship in bachelor's studies (HV).

4. UNIVERSITY OF LIFELONG LEARNING

FUNCTION OF THE UNIVERSITY: the changing nature of work and ways of performing work require the repeated acquisition of new skills and, thus, we create opportunities to study at the university, regardless of the time, place and living arrangements of people.

We are the university of lifelong learning, providing diverse opportunities for research-based studies to people of different ages in cooperation with our partners. We care for our alumni, use their feedback and involve them as practitioners in the development of studies. We promote the attitude of lifelong learning among the members of the university.

Courses of action



Learning opportunities supporting personal development



Development of curricula and training programmes



Strengthening e-learning

KEY TOPICS IN 2023: widening of flexible learning opportunities

University-wide activities

1. Development of flexible forms of study, incl. micro-credential programmes and new student-funded curricula, and thereby involving private funding (P2, deans)
2. Participation in planning new structural fund actions, incl. the teacher education academy, the engineering academy, the green skills action, the schools development programme, and planning the related development activities of the university (P2, P6)

5. SUPPORTER OF THE DEVELOPMENT OF THE TALENTED

FUNCTION OF THE UNIVERSITY: in a situation where talented people can easily find self-realisation opportunities worldwide, we provide them with the best opportunities for self-development in Estonia, connecting them with the university as early as during general education or when deciding to pursue an academic career.

We create opportunities that enable talented youth to prepare for university studies, devote themselves to self-development during their studies, be competitive as alumni and actively participate in the university activities. We connect talented youth from all over the world with Estonia and the university. We support the endeavours of students to become leading specialists through doctoral studies.

Courses of action



Supporting the development of the talented in cooperation with schools



Connecting talented youth from all over the world with the university and Estonia



Motivating doctoral students

KEY TOPICS IN 2023: development of doctoral studies

University-wide activities

1. Development of doctoral studies, incl. supporting the faculties' centres for doctoral studies
2. (P1, deans) [development fund support €300,000; strategic development support for degree studies from the university council €204,700]
3. Development of doctoral studies in cooperation with non-university partners from the private and public sectors. Opening at least 100 doctoral student places with non-university partners during the administrative contract period (target for 2023: 33 student places across all faculties) (P1, deans)
4. Transferable skills training for doctoral students, development of skills necessary to ensure sustainable development (P2)
5. Organising the educational conference "Talents for the Future" in the Youth Academy (P2)

6. INFLUENTIAL RESEARCH CENTRE

FUNCTION OF THE UNIVERSITY: to ensure the sustainability of top-level research and meet Estonia's research and development needs, we create conditions that support the sectoral diversity of scientific research and cooperation and actively apply for funds required for that.

We stand for a research- and evidence-based worldview, value top-level researchers, favour the development of future academic staff and actively use international support to finance research. Our researchers contribute to achieving the goals of the roadmap of the European Green Deal and the sustainable development goals.

Courses of action



Making research policy



International funding of research projects



Development of services of research infrastructure

KEY TOPICS IN 2023: involvement of international funding, participation in the planning of structural funds actions for the new period

University-wide activities

1. Active participation in research policymaking, incl. planning of structural funds actions for the new period; contributing to developing a new concept for research and development funding instruments; developing an applied research programme and centre; IT Academy, etc. Planning of development activities related to the implementation of the actions (P1)
2. Maintaining the growth in international research funding, incl. finding and using new international funding instruments, participating in European partnerships (P1) [development fund support €250,500]
3. Implementing the development fund for research equipment; development of research infrastructure by using the opportunities of budget management exception in LT (P1, deans) [development fund support €1,000,000]
4. ERC incentive grant for researchers applying for European Research Council grants (P1) [development fund support €100,000]
5. Implementing the bridging fund to relieve the periodic nature of research grants (P1) [development fund support €54,675]
6. Mapping of research groups (P1)

Activities in faculties/areas of responsibility

1. Under Teaming for Excellence action of the Horizon Europe programme, launching centres of excellence and participating in the new call for proposals (P1, LT, MV, SV)
2. Participation in launching the Innovation by Creative Economy (ICE) network of the European Institute of Innovation and Technology (EIT) (P1, HV)

7. DEVELOPER OF RESEARCH-BASED SOCIETY

FUNCTION OF THE UNIVERSITY: the efficient resolution of the problems of the society presumes the development of the research-based world view of the members of the society and, thus, we participate in an open discussion and cooperate with the public sector in implementing studies on major challenges in the society and in providing evidence-based solutions to develop state policy areas.

We show the way for societal development, value democracy and the rule of law. In collaboration with state authorities, we create a motivating environment for researchers to find solutions to societal problems by involving experts from different fields. We extend the popularisation of research and the involvement of researchers in matters important to the society, considering this as part of the researchers' everyday work. We favour the temporary and long-term employment of experts holding a science degree in the public sector.

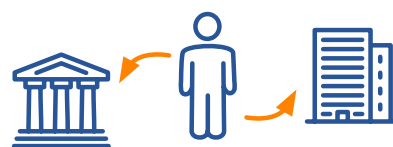
Courses of action



Knowledge transfer to solve societal problems



Popularisation of research and involvement in matters important to society



Industry sabbatical in the public sector

KEY TOPICS IN 2023: sustainable development

University-wide activities

1. Supporting the UT Centre for Sustainable Development to promote cooperation between faculties, strengthening cooperation with state authorities in achieving Estonia's long-term development goals. Analysis of the sustainable development activities so far and preparing a new broad-based strategy (P6, deans)
2. Increasing the university's visibility and amplifying its voice in societal issues, continuing the work of the marketing and communication network, developing international communication (K1, deans)
3. Developing an action plan to ensure compliance with research ethics and enhance public trust in participation in research studies (P1, P6, RE, AS, K1, deans)

8. ACCELERATOR OF SMART ECONOMY

FUNCTION OF THE UNIVERSITY: to achieve the sustainable development goals, increase the added value of businesses and contribute to the creation and development of new research-intensive companies, we develop research areas that are important for Estonian businesses, favouring cooperation between top researchers and businesses and the development of start-ups.

We are a development partner and consultant for businesses, proceed from the principles of open innovation and increase the impact of research results on economic development through business agreements, consultation and creation, protection and rapid commercialisation of intellectual property. As the main partner of the innovation ecosystem, we favour and develop the enterprising spirit of university members and create an even better development environment for start-up activities and cooperation with businesses.

Courses of action



Strengthening cooperation
with businesses



Establishing new businesses



Partnership in an
innovation ecosystem

KEY TOPICS IN 2023: development of support services for business cooperation, applications to solve societal problems

University-wide activities

1. Development of services of the Centre for Entrepreneurship and Innovation; strengthening cooperation with the Grant Office in writing business grant proposals (P6, P1)
2. Further development and continuation of the support measure for experimental development (P6) [development fund support €300,000]
3. Supporting the search for new portfolio companies for UniTartu Ventures OÜ in cooperation with the Centre for Entrepreneurship and Innovation. Developing cooperation with other research and innovation-intensive organisations (P6) [development fund support €100,000]
4. Implementing the international business accelerator programme CDL-Estonia (P6, SV)
5. Preparing and implementing the biobank's commercialisation plan (P6, P1)
6. Leading the action plan of the innovation ecosystem for health technologies (P6)

9. INSPIRING AND PIONEERING ORGANISATION

FUNCTION OF THE UNIVERSITY: to successfully cope with constant changes in the external environment, as an international organisation with members of diverse cultural backgrounds, we proceed from the common values, involving our members in the achievement of common goals, offering our staff opportunities to use their best potential and smartly developing infrastructure.

We are an innovative organisation focused on sustainable development, providing equal opportunities and following best practices. We move towards a more open, environmentally aware and cooperation-minded organisational culture. We increase the university members' opportunities to develop and use their potential in the best manner, carrying the values of the university and taking pride in the university and their participation in the everyday life and development of the university.

Courses of action



Making the university open and prone to dialogue



Creating an attractive working environment



Valuing the university staff



Developing an innovative digital university

KEY TOPICS IN 2023: increasing the competitiveness of the university employees' salaries, sustainable development, development of the digital university

University-wide activities

1. Valuing the university staff, incl.
 - 1.1. raising employees' salaries to retain and motivate high-level academic staff and to increase the competitiveness of salaries (deans) [performance funding of faculties and development fund €4,133,825];
 - 1.2. fostering a leadership culture through centralised training and development programmes, incl. the induction programme for managers, ENLIGHT Extra (former U4 network), top management training (AS);
 - 1.3. promoting equal treatment, incl. launching a network of support persons, setting up a panel of experts; creating guidance materials explaining the principles of equal treatment, training and seminars; implementing the gender equality plan; implementing the diversity agreement (AS, deans);
 - 1.4. creating a fair and supportive work environment: pay gap analysis and survey on working time use (K1);
 - 1.5. a health promoting, safe work environment: agreeing on the principles of remote working, systematic assessment of work-related health risks, planning and use of occupational health costs (K1, AS).
2. Completing the reorganisation of the system of giving recognition, incl. recommendations to units for establishing or reorganising their existing awards, and ensuring the availability and dignified display of information on the university's recognition and awards (AS, RE)
3. Harmonising and improving the evaluation procedure; specifying the faculties' promotion requirements in the job descriptions of academic staff; training for promotion committees and the persons evaluated, review of existing practice (AS, deans)

4. Developing the concept of and launching the junior researchers' advisory board to involve young researchers in organisational development (P1).
5. Developing an innovative digital university, incl.
 - 5.1. introducing the cybersecurity management system (K1) [development fund support €78,000];
 - 5.2. Upgrading the IT infrastructure based on a long-term plan (K1);
 - 5.3. further development of information systems and digital workflows, incl. SIS2, refactoring the database of central information systems and upgrading the architecture, stage 2 of the learner's digital dashboard, website, requests portal, management and human resources software (K1, P2, those ordering the systems);
 - 5.4. detailed analysis and software development for a learning pathway application for doctoral students and resident doctors (TEEK) (P2, K1) [development fund support €203,340];
 - 5.5. continued development of learning analytics: analysis of testing, use and model, and development (P2, K1).
6. University's buildings and spatial development, improving energy efficiency, valorisation of the historical buildings from the capital budget (K1), incl.
 - 6.1. design planning of Maarjavälja buildings and green area;
 - 6.2. investments in improving the energy efficiency of university buildings;
 - 6.3. agreeing on the future terms and conditions for renting out student dormitories;
 - 6.4. completion of project stage 2 of the study and rest areas for students.
7. Improving the crisis preparedness of buildings, enhancing the resilience of technological systems (K1)
8. Developing and implementing environmental principles and enhancing a sustainable development mindset (P6, RE, K1, deans) [development fund support €30,000]
9. Coordinating and monitoring the implementation of recommendations of the institutional accreditation report (RE)
10. Developing and approval of budgeting principles for the budgets of 2024–2026 (DF)

10. KEY PARTNER IN REGIONAL DEVELOPMENT

FUNCTION OF THE UNIVERSITY: we cooperate with the state and local authorities to prevent the increase in regional inequality by making higher education and knowledge transfer available in different regions of Estonia.

We combine higher education provided by colleges with the possibilities and needs of regions and act as a cooperation partner of sustainable development and innovation to businesses all over Estonia. We are one of the major cooperation partners of the city of Tartu, complementing each other and strengthening cooperation in the areas of the smart city, the development of entrepreneurship, tourism and transport connections, education and culture.

Courses of action



Assuring the best quality of higher education in Estonia in cooperation with other higher education and research institutions in Estonia



Continuation and strengthening of cooperation with the city of Tartu and partners in the Tartu region



Development of colleges in Narva, Viljandi and Pärnu and the presence of the university in Tallinn

KEY TOPICS IN 2023: preparation for fair transition in Ida-Viru County

University-wide activities

1. Planning fair transition activities in Ida-Viru County in research and development, degree studies and continuing education, incl. development of Narva College (P1, P2, P6, SV)
2. Activities of the European Capital of Culture Tartu 2024: Completion of the lighting design project of Tartu cathedral (P6) [development fund support €80,000]
3. Participation in the drafting of the regional development agreement of South Estonia, by which ministries, local authorities, businesses and universities agree on priority development activities for the region and which serves as a basis for regional development measures; participation in the sustainable development council of Tartu County (P6, RE)
4. Cooperation with SA Tehvandi Sports Centre to develop the Kääriku training centre; further development of the infrastructure and agreeing on lines of cooperation (K1, MV)



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